Providence Emergency Management Agency & Office of Homeland Security

Multi-year Strategic Plan (2010-2015)

Providence Emergency Management Agency
UPDATE
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Purpose

This document will serve as the Strategic Plan for the City of Providences' emergency management and homeland program for the next five years. The purpose of the strategy is to identify strategic direction for enhancing the City's capabilities and capacities to prevent and reduce the vulnerability of the City to natural, human caused and technological emergencies and disasters. This is an exceedingly complex mission that requires coordination, cooperation, and focused effort from the entire City and its many partners – metropolitan cities and towns, state government, as well as the citizens and the private and nonprofit sectors.

It is important to note that this strategy, in order to succeed, must *involve* not only the City Emergency Management Agency (PEMA- a small 6 Full-Time Employee office), but must also actively *engage* PEMA's partners in preparedness throughout the City and the surrounding community. It is only through this active partnership can any of these ambitious plans be accomplished.

This strategy was developed to address many of the findings identified over the past years via post-emergency event evaluations, customer service surveys and drill and exercise hot-washes. The assessment includes comprehensive evaluations of risks, capabilities and needs of the City of Providence. The results of these assessments provide insight on emergency and disaster management needs of the City, and helped to shape how PEMA will address those needs.

To be effective, the City should apply all available resources to address unique planning, equipment, training and exercise needs to assist in building an enhanced and sustainable capacity to prepare for, respond to and recover from threats or act of terrorism, natural disasters or accidents.

The format of the plan follows the structure contained in the *2010 Emergency Management Standard by the Emergency Management Accreditation Program (EMAP).* We have added additional City-specific elements added on at the end.

PEMA is committed to National accreditation, (re-accreditation) during 2015, using the Emergency Management Assessment Program (EMAP). EMAP is and will be the foundation on which the City's Emergency Management program is built and validated.

This Strategic Plan will also serve as a method to schedule, evaluate, maintain and revise elements of the City's comprehensive Emergency Management Program.

There are clearly not enough resources available to achieve "everything" that must be done. Current and future budgetary and federal grant reductions and cutbacks have had a direct impact on the ability of the City to realize many of the activities, projects and proposals in this revised strategic plan. The City may not be able to accomplish everything, but we will do everything we can to ensure our disaster resilience, safety and security.

(EMAP: 3.1.2)

Vision Statement

It is the vision of the Providence Emergency Management Agency & Office of Homeland Security to be recognized as the most professional, well respected, proactive, community and customer oriented municipal emergency management agency in the State of Rhode Island. (EMAP: 3.1.1)

Mission

Providence Emergency Management Agency is charged with protecting the community by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, and other man-made disasters.

We undertake this mission with clear customer-focus and recognition that people are the most valuable asset. We value the contributions and dedication of the personnel who staff the emergency response and management systems. We employ and deploy the best available technologies in support of our mission.
(EMAP: 3.1.1)

Core Values

- Ethical behavior;
- Timely response to emergency needs and requirements;
- Expertise in emergency/disaster management and contingency management;
- Learning and growth for all of our public safety partners;
- Effective communications on how we conduct our business;
- Quality service to our internal and external customers;
- A safe, healthy and protected City; and
- Flexible solutions to our customers' requirements.

Emergency Management Focus & Priority Areas

1. ***PEMA will act primarily as a City-wide subject matter expert and coordinator of disaster efforts.*** Due to the size and focus of the Providence Emergency Management Agency, the Emergency Management staff focuses its primary efforts on the preparedness efforts of the City system. In doing so, it provides guidance, technical expertise and supports other departments in developing and enhancing their own internal capabilities. PEMA will continue to increase the overall disaster readiness of the entire City.

2. ***Employ an all-hazards approach for mitigation, preparedness response and recovery.*** It is recognized that effective planning, training and equipping of emergency personnel is beneficial in addressing a myriad of situations. Adopting an all-hazards approach in our planning, training, and exercising for emergency response and recovery will greatly enhance the Providence's overall readiness. No one hazard, threat or current issue should overshadow the general concept of preparing for all-hazards.

3. ***Build coalitions and working groups.*** The Providence Emergency Management Agency will continue to build coalitions and working groups that will implement the objectives and goals of its emergency management program.

4. ***Enhance capabilities through planning, training, and exercising.*** The Providence Emergency Management Agency will continue with ongoing efforts to provide quality planning, training, and exercise assistance to those agencies and organizations responsible for prevention and emergency response and recovery. This will ensure that the Providence's readiness and prevention capabilities are among the best in the nation and a leader in emergency management.

5. ***Address sustainability considerations in all endeavors.*** One issue that must be taken into account in all planning efforts is the sustainability of programs and strategies. Efforts will be taken in the implementation of these strategies to ensure that they can be maintained or upgraded as necessary to reflect anticipated changes and concerns associated with the national and statewide requirements and standards and fiscal constraints.

6. ***Ensure that strategies are measurable.*** The Providence Emergency Management Agency will ensure that its strategies are measurable so that progress can be assessed. This focus will be support by ProvStat.

7. ***Utilize new technologies.*** As new technologies become available, they will be assessed and incorporated into the objectives and implementation steps for the City of Providence emergency management strategy. The Providence Emergency Management Agency will utilize existing technologies to make the emergency management initiatives more efficient and effective.

8. *Maintain an emphasis on incident command/incident management principles.* The Providence Emergency Management Agency has taken a proactive approach in utilizing the incident command systems and conducting incident command training. It will continue to use this approach and incorporate the National Incident Management System (NIMS) into ongoing efforts.

Priority Areas for Funding. The following are considered to be *priority areas* for the Providence's emergency management and homeland security funding:

• Maintain National accreditation using the Emergency Management Assessment Program (EMAP) for the five-year reaccreditation during October 2015.

• Enhance and maintain overall the City of Providence community all-hazards disaster preparedness, mitigation and response;

• Enhance our capability and capacity to gather and share information and produce actionable disaster resilience by continuously leveraging and improving upon existing information systems and, when necessary, implementing new systems;

• Protect the City of Providence's physical infrastructure from natural and human caused hazards and threats;

• Continuously enhance the City of Providence's disaster preparedness capability and capacity;

• Protect the City of Providence's critical infrastructure & key resources to ensure business continuity;

• Strive for multi-dimensional communications redundancy to ensure multiple modes of communications after an event; and

• Maintain the capabilities and capacities across the metropolitan area via the Greater Providence Metropolitan Medical Response System (MMRS) and Providence Urban Area Security Initiative (UASI) grants.

(EMAP: 3.1.2)

Situation & Assumptions

The City of Providence's Emergency Management Multi-Year Strategic Plan takes into account the current situation, basic assumptions, artificialities, and definitions. Some of those are captured below.

1. Situation. The City's Emergency Management Agency has created this Multi-Year Strategic Plan to clearly and definitively identify the strategic direction for enhancing the City's capabilities and capacities to prevent and reduce the vulnerability of the City to natural, human caused and technological emergencies and disasters.

2. Assumptions

    a. In Providence, "First Responders" are identified in the general categories of Law Enforcement (PPD) and Providence Fire/EMS/HAZMAT.

    b. The State of Rhode Island Department of Health acts as and provides the City of Providence all Public Health needs.

    c. Other supporting City emergency personnel (also known as "*secondary" or "emergency"* responders) includes Department of Public Works, Emergency Management staff, EOC staff (assigned City Employees known as the Emergency Response Team [ERT]). This definition is often expanded to personnel at the City level who respond to incidents as well as private sector partners who serve in a response capacity.

Authority

City of Providence, Code of Ordinances, Chapter 7 (updated 23 January 2012).

Functional Roles & Responsibilities

EMERGENCY MANAGEMENT. The Director of Emergency Management is the primary coordination, drafting, review and dissemination authority for all major Emergency Management plans and strategies.

Logistical Support & Resource Requirements

The Providence Emergency Management Agency (PEMA) will coordinate all logistical support and resource requirements necessary to implement and track the City's Emergency Management plans.

Plan Maintenance

All plans are maintained in accordance with Emergency Management Plans Maintenance Policy (Policy Number 2010-02).

Concept of Operations

The Multi-Year Strategic Plan is divided into three main categories; *Emergency Management Program, Emergency Management Program Elements* and *PEMA Specific.*

Emergency Management Program has three sub-categories; Program Administration, Plans and Evaluation; Program Coordination; and Advisory Committee.

Emergency Management Program Elements has fifteen sub-categories; Administration and Finance; Laws and Authorities; Hazard Identification, Risk Assessment and Consequence Analysis; Hazard Mitigation; Prevention; Operational Planning; Incident Management; Resource Management and Logistics; Mutual Aid; Communications and Warning; Operations and Procedures; Facilities; Training; Exercises, Evaluations and Corrective Actions; and Crisis Communications, Public Education and Information.

PEMA Specific has three sub-categories; Change Management; Technology and PEMA Employee Development.

Emergency Management Program

Program Administration, Plans and Evaluation (1) (3.1)

Goal 1:

Ensure the agency has an updated vision statement for emergency management, a multi-year strategic plan, which defines the mission, goals, objectives, and milestones for the Emergency Management Program.

Goal 2:

Ensure the agency has a documented method and schedule for evaluation, maintenance, revision and corrective actions.

Objective 1.1 - Use and promote the PEMA Vision, Mission and Role in Public Safety to all City employees and its partners.

Implementation Step	Status	Timeframe (notes)
1.1.A: Include program Mission and Vision on all Key communications materials.	Ongoing EMAP: 3.1.2	Complete 2010 Continue to Review and Reassess
1.1.B: Update all PEMA policies and procedures as they relate to continual changes to emergency management practices and situations.	Ongoing	Complete 2010 Continue to Review and Reassess
1.1.C: Revise the PEMA Priorities annually to reflect changes in threat, hazards, funding, grants, assignments and shifts in responsibilities.	Ongoing 2010-2015	(Annual Review, quarterly updates) Submitted for City Budget Year 2013

Objective 1.2 - Address emergency management program successes and shortcomings through the conduct of period evaluations of performance objectives.

Implementation Step	Status	Timeframe (notes)
1.2.A: Develop strategic	Ongoing	2010-2015

Implementation Step	Status	Timeframe (notes)
plan proposed revisions via initial review by PEMA staff.	Strategy updated and modified in March 2012 to reflect alignment with EMAP standards. EMAP: 3.1.2	
1.2.B: Review (in partnership with ProvStat) Departmental Goals, Work Program and Performance Measures from previous budget year.	Complete for FY2013	2010-2015
1.2.C: Based on ProvStat review update and revise Departmental Goals, Work Program and Performance Measures for new budget year. Ensure all is tied to PEMA annual goals and objectives.	Complete for FY2013	2010-2015
1.2.D: Review strategic plan implementation progress and submit and receive concurrence by the PEMAC.	Pending May 2012	2010-2015

Program Coordination (2) (3.2)

Goal 1:

Ensure strong and ongoing program coordination through the development, review and update of written program policies, regulation, authorities and national standards.

Objective 2.1 – Attain and maintain national accreditation using the Emergency Management Assessment Program (EMAP) standards.

Implementation Step	Status	Timeframe (notes)
2.1.A: Enroll and Subscribe in EMAP.	Complete EMAP: 3.1	2009
2.1.B: Create new line item in	Complete	2009

City Budget for funding during 2009-2010 FY Budget.	June 2009	
2.1.C: Sign and Submit "Intent to Seek Accreditation"	Complete 24 June 2009	2009
2.1.D: Complete EMAP Standards	1 Jul 2010	2009-2010
2.1.E: Begin Self-Assessment	Complete	1 August 2010
2.1.F: EMAP Corrective Actions	Complete	June-July 2010
2.1.G: Achieve Conditional/Full Accreditation	Complete	27 October 2010
2.1.H: Develop documented method and schedule for program evaluation, maintenance and revision for elements contained in Chapter 3 and Chapter 4 of the EMAP Standards.	Ongoing-Complete EMAP: 3.1.2	PEMA Policy Letters 2010-01 to 2010-09
2.1.I: Create new line item in City Budget for funding during FY2015 Budget (Re-Accreditation).	Pending	March 2014
2.1.J: Enroll and Subscribe in EMAP (Re-Accreditation)	Pending EMAP: 3.1	January 2015
2.1.K: Sign and Submit "Intent to Seek Accreditation" (Re-Accreditation)	Pending	January 2015
2.1.L: Complete EMAP Standards (Re-Accreditation)	Pending	May 2015
2.1.M: Begin Self-Assessment (Re-Accreditation)	Pending	May 2015
2.1.N: EMAP Corrective Actions (Re-Accreditation)	Pending	July 2015

Implementation Step	Status	Timeframe (notes)
2.1.O: EMAP On-Site (Re-Accreditation)	Pending	August 2015
2.1.P: Achieve Full Accreditation	Pending	October 2015

Objective 2.2 - Implement a strategy that allows the program to address needs for legislative and regulatory revisions that evolve over time.

Implementation Step	Status	Timeframe (notes)
2.2.A: PEMA staff to attend monthly Statewide Emergency Management Advisory Council (EMAC) meetings to influence and assist in the development of new/revised statewide laws, regulations and programs that impact emergency management programs that effect Providence.	Ongoing EMAP: 3.3	2010-2015 (Monthly)
2.2.B: Develop an PEMA written process and/or procedure which outlines the steps by which PEMA staff must follow in order to recommend or influence decisions or information provided to the City of Providence, statewide or other federal legislative or regulatory bodies.	Complete	March 2011 Policy Letter 2010-07
2.2.C: Implement a schedule and/or calendar and review process to actively participate in national standards setting organizations, boards and forums (i.e., EMAP & IAEM).	Pending City funding restrictions on travel as of 2011. As funding is made available.	2010-2015

Advisory Committee (3) (3.3)

Goal 1:

Ensure there is a documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management Program stakeholders in the preparation, implementation, evaluation, and revision of the Emergency Management Program.

Goal 2:

Ensure the Advisory Committee meets and/or is provided pertinent information on a regular basis.

Objective 3.1 – Establish the Providence Emergency Management Advisory Committee (PEMAC), in accordance with existing City Ordinance.

Implementation Step	Status	Timeframe (notes)
3.1.A: Draft PEMAC Charter.	Complete EMAP: 3.3	2009
3.1.B: Have City Law Department review PEMAC Charter.	Complete	Feb 2010
3.1.C: Solicit community for PEMAC board volunteers in accordance with Charter.	Complete	May 2010
3.1.D: Schedule and hold annual PEMAC meetings.	Ongoing	Conducted 17 June 2010 and 4 February 2011

Objective 3.2 - Effectively utilize the knowledge, skills and abilities of the Providence Emergency Management Advisory Committee in the development, review and modification of programs and activities.

Implementation Step	Status	Timeframe (notes)
3.2.A: Promote active participation and attendance bi-annual PEMAC meetings. Involve new City internal and external partners in the PEMAC process.	Ongoing	2010-2015 (Bi-Annually)

	EMAP: 3.3 / 3.3.1	
3.2.B: Rotate PEMAC meetings to various offsite and department locations to highlight the diversity of the membership.	Ongoing	2010-2015 (Bi-Annually)
3.2.C: Review PEMAC membership makeup to ensure maximum input by key stakeholders.	Ongoing	2010-2015 (Bi-Annually)
3.2.D: Involve PEMAC membership in development of meeting agendas and action items.	Ongoing	2010-2015 (Bi-Annually)

Emergency Management Program Elements

Administration and Finance (4) (4.1)

Goal 1:

Develop and maintain fiscal and administrative procedures designed to support a jurisdiction-wide emergency management program during day-to-day routine operations as well as before, during, and after an emergency or disaster.

Objective 4.1 - Identify, prioritize and track all general Emergency Management and Homeland Security funding sources coming into the PEMA, follow the expenditures and be accountable for those funds as they are put to use to ensure efficiency and effectiveness.

Implementation Step	Status	Timeframe (notes)
4.1.A: Identify correct funding sources, proper primary contacts and accurate budgets numbers to ensure smooth communication between the Finance Department and PEMA.	Ongoing EMAP: 4.1	2010-15
4.1.B: Develop and implement effective and detailed communications via e-mail, regular mail and telephone and effective filing systems to document all incoming invoices, packing slips and other paperwork to ensure efficient recording.	Ongoing	2010-15
4.1.C: Install and maintain effective office filing systems, both electronic and hard, to ensure proper documentation.	Ongoing PEMA Library System (both paper & electronic) instituted in 2009.	2010-15
4.1.D: Ensure communications and follow-up with Public	Ongoing	2010-15

Implementation Step	Status	Timeframe (notes)
Safety Grant Managements, Controllers and Finance Department to ensure all expenditures are accounted for and properly submitted to the sponsor for reimbursement.		
4.1.E: Pursue new external grants and contracts to supplement reduction in city/state/federal supported budgets and projects.	Ongoing Loss of UASI, MMRS and CCP grants in 2011, has seriously impacted the Emergency Management Program.	2010-15

Objective 4.2 - Develop procedures to ensure that City of Providence fiscal decisions can be flexible and expedited and shall be in accordance with established authority levels and accounting principles.

Implementation Step	Status	Timeframe (notes)
4.2.A: Work with PEMA EOC Finance and Administration Section during disaster activations to ensure that all applicable financial and regulatory purchasing efforts are followed. EMAP: 4.1	Complete	2010-15 Policy Letter 2010-06
4.2B: During Presidentially Declared disasters ensure the City follows all federal procedures to ensure timely reimbursement of obligated funds.	Ongoing DR-1894/Mar 2010/Flooding DR-4027/Aug 2011/TS Irene	2010-15

Objective 4.3 - Establish systems to ensure that all homeland security and emergency/disaster management funds distributed across City of Providence system are recorded and tracked by PEMA.

Implementation Step	Status	Timeframe (notes)
4.3.A: Establish a	Ongoing	2010-15

procedure for reporting homeland security grants applied for and/or received across the state, in order to track and evaluate preparedness efforts	EMAP: 4.1	
4.3.B: Ensure that City departments that receive funding earmarked for emergency management/homeland security purposes from sources other than the FEMA/ Department of Homeland Security, such as the Centers for Disease Control, Health and Human Services, the United States Department of Agriculture or the Environmental Protection Agency will coordinate their activities through the PEMA.	Ongoing Loss of UASI, MMRS and CCP grants in 2011, has seriously impacted the Emergency Management Program.	2010-15
4.3.C: Working with the City Solicitor, investigate laws, rules, and policies to determine if any information related to work production or grants/procurement should be considered sensitive and thereby protected from public disclosure laws.	Ongoing Director Level Training "Access to Public Records Act (APRA) held on 12 April 2012.	2010-15
4.4.D: Provide training to City of Providence Departments on current/changing federal and state grant requirements and implementation	Ongoing City conducts periodic Grant Writers Workshop; Started in CY 2011.	2010-15

procedures.		

Laws and Authorities (5) (4.2)

Goal 1:

Ensure all ordinances, statutes and regulations are reviewed and updated as necessary to ensure robust support, flexibility and responsiveness in support of the emergency management mission.

Goal 2:

Ensure the program maintains a process for identifying and addressing proposed legislative and regulatory changes.

Objective 5.1 – Update City Ordinance, Section 7 (Emergency Management).

Implementation Step	Status	Timeframe (notes)
5.1.A: Rewrite City Ordinance, Section 7 (Emergency Management) to reflect a change for "Civil Defense" to Comprehensive – "All-Hazards" Emergency Management to include roles and responsibilities in Homeland Security.	Complete PEMA Ordinance updated in January 2012.	2012
5.1.B: Review legal statutes, administrative rules, polices and mutual aid agreements to determine any additions or changes that need to be implemented.	Ongoing PEMA Ordinance updated in January 2012.	2010-15

Objective 5.2 - Develop and distribute a City of Providence National Incident Management System (NIMS) Policy.

Implementation Step	Status	Timeframe (notes)
5.2.A: NIMS / Incident	Complete	March 2005

Management formally adopted by the City.	Executive Order 2005-03, 10 March 2005	
5.2.B: Draft NIMS Policy.	Complete EMAP: 4.7	2010
5.2.C: Submit draft for review to Police, Fire and Public Works	Complete	January 2010
5.2.D: Finalize NIMS Policy.	Complete	February 2010
5.2.E: Implement Policy.	Complete City of Providence National Incident Management System (NIMS) Compliance Policy 2010_08	March 2010

Objective 5.3 – Ensure compliance with the National Incident Management System (NIMS).

Implementation Step	Status	Timeframe (notes)
5.3.A: Create and implement NIMS Policy and Training requirements for required city departments.	Ongoing The City of Providence NIMS Compliance Policy_2010 approved on 1 June 2010.	2011-2015
5.3.B: Assist the Providence Police, Fire and Public Works Departments with the coordination of the National Incident Management Systems (NIMS) implementation using guidance provided by the federal and state government.	Ongoing	2010-15

Objective 5.4 – Ensure a process for identifying and addressing proposed legislative and regulatory changes is maintained in the City.

Implementation Step	Status	Timeframe (notes)
5.4.A: Coordinate with the Mayor's Policy Analysts on local, state, and federal policy, practices, grants, or initiatives that impact the Emergency Management mission.	Ongoing Monthly Grant Writers Workshops	2010-2015

Hazard Identification, Risk Assessment and Consequence Analysis (6) (4.3)

Goal 1:

Ensure that PEMA has identified all hazards (natural and human- caused), their likelihood of occurrence and the vulnerability of people, property, the environment and the City of Providence itself to those hazards. PEMA will use a broad range of sources (federal, state, city…) in identifying these hazards.

Goal 2:

Ensure that periodic updates of Risk Assessments and Consequence Analysis are accomplished.

Objective 6.1 - Ensure that the City of Providence Hazard Identification and Risk Assessment (HIRA) remains updated with the most current information.

Implementation Step	Status	Timeframe (notes)
6.1.A: Review and update the 2010 City of Providence HIRA to ensure that the hazards address the following conditions: • Personnel Health and Safety • Continuity of Operations • Property, Facilities and Infrastructure • Delivery of Services • The Environment, Economic and Financial Condition of the City of Providence • Regulatory & Contractual Obligations • Reputation of the City of	Complete / Ongoing Gap Analysis (GA) to include completion of HazMat, MCI and Flooding complete in Nov 2011. Working on Baseline Risk Analysis project with Digital Sandbox (March 2012).	2010-2015

Implementation Step	Status	Timeframe (notes)
Providence	EMAP: 4.3.1 / 4.3.2 / 4.3.3	
6.1.B: Review the requirements of the newly released (Apr 2012) Threat and Hazard Identification and Risk Assessment (THIRA).	Ongoing	2012-2015

Objective 6.2 - Ensure that a Risk Assessment (RA) and Consequence Analysis (CA) remains updated with the most current information.

Implementation Step	Status	Timeframe (notes)
6.2.A: Conduct a Risk Assessment (RA) when funding becomes available.	Ongoing Working on Risk Baseline Analysis project with Digital Sandbox (March 2012) EMAP: 4.3.1 / 4.3.2 / 4.3.3	2012-2015
6.1.B: Review and update Consequence Analysis (CA) when required. Ensure plan covers: • impact on the public; • responders; • continuity of operations; • continued delivery of services; • property; • facilities; • infrastructure; • environment; • economic condition of the jurisdiction; and • public confidence.	Ongoing	2012-2015

Objective 6.3 - Ensure that a Critical Infrastructure / Key Resource (CI/KR) initiative is started in cooperation and collaboration with the State of RI Emergency Management (RIEMA).

Implementation Step	Status	Timeframe (notes)
6.3.A: Begin the CI/KR	Ongoing	2012

	Contractor hired (Jan 2012) to complete SIPP / PIPP.	
initiative.		
6.3.B: Draft the UASI / Providence Infrastructure Protections Plan (PIPP).	Ongoing First draft complete Jan 2012	2012
6.3.C: Use ACAMS in cooperation and collaboration with State CI/KR Working Group.	Ongoing	2012

Hazard Mitigation (7) (4.4)

Goal 1:

Insure that PEMA's hazard mitigation program targets limited resources and prioritizes mitigation activities to lessen the impacts of disasters to the City Of Providence Community (its students, faculty, researchers, staff, neighbors and visitors).

Objective 7.1 - Ensure that the City of Providence Hazard Mitigation Plan is updated and meets all federal and state requirements and standards.

Implementation Step	Status	Timeframe (notes)
7.1.A: Review and Revise the 2004 City of Providence Hazard Mitigation Plan: • Establish City-wide Hazard Mitigation Advisory Group (HMAG). • HMAG to meet regularly to provide input and guidance into 2010 City of Providence Hazard Mitigation Plan update. • PEMA staff to meet with FEMA and State EMA technical assistance staff to ensure compatibility and adherence to state and federal planning	Last Update: March 2004 Pre-Disaster Mitigation (PDM) Planning Grant application written, submitted and approved by the State SAA on 7 Dec 09. RFP Issued, Feb 2010 Bid Awarded, May 2010 Establish City-wide Hazard Mitigation Advisory Group (HMAG) – Complete in 2011 Pending Review of Multi-Hazard Mitigation Plan 2012	July 2012

	from FEMA Region 1 final approval (est. July 2012) EMAP: 4.4	
7.1.B: Identify and actively pursue funding and grants to support projects and activities identified in the City's Hazard Mitigation Plan: • Develop ongoing internal system for project identification, application development and benefit/cost analysis. • Educate City of Providence stakeholders about the benefits of implementing Hazard Mitigation measures. • Apply for federal/ FEMA (e.g., PDM/ HMGP) grants to fund pre-identified mitigation projects.	Last Update: March 2004 Pre-Disaster Mitigation (PDM) Planning Grant application written, submitted and approved by the State SAA on 7 Dec 09. Develop ongoing internal system for project identification, application development and benefit/cost analysis – *Under Development with Public Works (2011)* Apply for federal/ FEMA (e.g., PDM/ HMGP) grants to fund pre-identified mitigation projects – *Under Development with Public Works (2011), however federal funding remains a challenge.*	2010 Approved by DHS/FEMA. Pending Review of Multi-Hazard Mitigation Plan 2012 from FEMA Region 1 final approval (est. July 2012)

Prevention (8) (4.5)

Goal 1:

Ensure that the City's Homeland Security & Prevention Program (HLSP) remains active and relevant.

Objective 8.1 – Review and update the Homeland Security & Prevention Program (HLSP).

Implementation Step	Status	Timeframe (notes)
8.1.A: Review and update the Homeland Security & Prevention Program (HLSP).	Ongoing	2010-2015

Implementation Step	Status	Timeframe (notes)
8.1.B: Upon completion of the update promulgate the HLSP.	Pending	2010-2015

Objective 8.2 – Update City Ordinance, Section 7 (Emergency Management) to reflect Homeland Security responsibilities of the Police, Fire and Emergency Management departments.

Implementation Step	Status	Timeframe (notes)
8.2.A: Rewrite City Ordinance, Section 7 (Emergency Management) to reflect a Homeland Security responsibilities of the Police, Fire and Emergency Management departments.	Complete PEMA Ordinance updated in January 2012.	2012

Objective 8.3 - Take proactive steps to protect the safety of all City of Providence employees, first responders, residents, visitors and guests against the devastating effects of a major emergency or disaster.

Implementation Step	Status	Timeframe (notes)
8.3.A: Develop written plan with key 24/7 City emergency response public safety primary warning points that ensure that PEMA is notified of potential or actual emergency events in a timely manner.	Complete (1 Dec 2008) Plan entitled, "City of Providence City-wide Notifications Procedures" EMAP: 4.6.2	2008
8.3.B: Develop Emergency Response Guide for City Hall employees.	Complete (Apr 2010) Plan entitled, "Emergency Response Guide " EMAP: 4.6.2	June 2010

Operational Planning (9) (4.6)

Goal 1:

Through a collaborative effort, ensure that the PEMA continues to foster a strong emergency planning process that addresses the diverse requirements of this element.

Objective 9.1 - Continue ongoing revisions to the City of Providence's Emergency Operations Plan (EOP) as the City's primary plan for dealing with all-hazards large-scale emergency operations and response.

Implementation Step	Status	Timeframe (notes)
9.1.A: Ensure full compliance of the City's EOP with federal and state NIMS compliance requirements.	Complete / Ongoing July 2010 EMAP: 4.6.1/4.6.2/4.6.3	2010-2015
9.1.B: Add the following actions and activities to the current EOP. These currently are not specifically addressed (2004): • Pandemic Flu • Donated Goods • Voluntary Organizations • Animal Control • Damage Assessment • Dam Inundation	Complete July 2010 EMAP: 4.6.1/4.6.2/4.6.3	2010-2015

Objective 9.2 – Develop, distribute and update the City of Providence disaster Recovery Plan (RP).

Implementation Step	Status	Timeframe (notes)
9.2.A: Appoint new PEMA Disaster Recovery Advisory Committee comprised of representatives of key City departments as well as critical community partners.	Ongoing EMAP: 4.6.4	2013
9.1.B: DRAFT Recovery Plan.	Complete	2009-2010

Implementation Step	Status	Timeframe (notes)
9.1.C: Review DRAFT Recovery Plan with stakeholders.	Complete	May 2010
9.1.D: Promulgate the Recovery Plan with stakeholders.	Complete	July 2010

Objective 9.3 - Develop, support and sustain a Continuity of Operations (COOP) program for all City departments and functions. This program will identify departmental critical and time-sensitive applications, vital records and functions that must be maintained as well as personnel and procedures necessary to do so, while the City is recovering from a major emergency or disaster.

Implementation Step	Status	Timeframe (notes)
9.3.A: Conduct review of 2007 COOP plan.	Not Yet Begun As funding is made available. Revise/ Update to include authority, situation and assumptions, and logistics section EMAP: 4.6.5	2013-14
9.3.B: Deliver COOP training and guidance to department heads.	Not Yet Begun As funding is made available.	2013-14
9.3.C: Test the COOP plans for each department to ensure the continuity planning process remains relevant to business operations of each department.	Not Yet Begun As funding is made available.	2014-15
9.3.D: Encourage department COOP activities that align with City-wide strategies and initiatives.	Ongoing Mayor send letter 22 Apr 2010, to Department Heads stating that COOP is priority.	2010-15

Objective 9.4 – Continue ongoing revisions to the City of Providence's Continuity of Government (COG) plan as the City's plan for continuity of government at the local level.

Implementation Step	Status	Timeframe (notes)
9.4.A: Conduct review of 2010 Continuity of Government (COG) plan.	Pending EMAP: 4.6.6	2010-2015

Incident Management (10) (4.7)

Goal 1:

Ensure the Emergency Management Program has an incident management system in place to analyze emergency situations and provide for clear and effective response and recovery.

Objective 10.1 – Continue to build on National Incident Management System (NIMS) and Incident Management System (ICS) has City develops mature capability.

Implementation Step	Status	Timeframe (notes)
10.1.A: NIMS / Incident Management formally adopted by the City.	Complete Executive Order 2005-03, 10 March 2005	March 2005
10.1.B: Implement NIMS Policy and Training requirements for required city departments.	Ongoing The City of Providence NIMS Compliance Policy_2010 approved on 1 June 2010.	2011-2015
10.1.C: Assist the Providence Police, Fire and Public Works Departments with the coordination of NIMS and ICS using guidance provided by the federal and state government.	Ongoing	2010-15

Objective 10.2 – Better integrate Emergency Operations Center (EOC) operations with the Incident Commander (IC).

Implementation Step	Status	Timeframe (notes)
10.2.A: Procure automated Incident Action Plan (IAP) builder software.	Ongoing Purchased Response Group IAP software in Dec 2011.	2011
10.2.B: Build template Incident Action Plan (IAP) plans.	Ongoing	2012-13
10.2.C: Deploy Incident Action Plan (IAP) plan building capability via the Mobile EOC.	Ongoing	2012-13

Objective 10.3 - In coordination with Providence Police, Fire and Public Works, ensure that the City is fully compliant with developing and increasingly-complex federal National Incident Management System (NIMS) requirements, protocols and mandates.

Implementation Step	Status	Timeframe (notes)
10.3.A: Ensure that all current and new City emergency and first responder personnel are trained to the minimal NIMS requirements.	Ongoing EMAP: 4.7	2010-15
10.3.B: Develop an orientation and training welcome packet for all new City of Providence Emergency Operations Center (EOC) Emergency Response Team (ERT).	Complete All ERT members issued EOC Assignment Letters.	2012

Resource Management and Logistics (11) (4.8)

Goal 1:

Develop systematic methodologies for the prompt and effective systematic identification, acquisition, distribution, inventory, accounting and use of personnel and major items of equipment for essential pre-emergency and emergency functions.

Objective 11.1 - Complete City-wide Resource typing project.

Implementation Step	Status	Timeframe (notes)
11.1.A: Collect and assemble Resource Typing data from Police, Fire, Public Works, Parks & Recreation, Water Supply Board and PEMA.	Completed EMAP: 4.8	Summer 2009
11.1.B: Validate Resource Typing data with City Departments for accuracy.	Complete	Summer 2010 18 June 2010

Objective 11.2 - Resource management objectives shall be geared toward the hazards identified in the City of Providence HIRA process.

Implementation Step	Status	Timeframe (notes)
11.2.A: Develop a written resources assessment to address known resource shortcomings and the steps necessary to overcome these shortfalls	Complete Gap Analysis for All Hazards – August 2010 EMAP: 4.8	2010-2015
11.2.B: Develop a resource inventory via active involvement of Purchasing Services and Financial Mgmt/ Equipment Inventory (goods and services), Human Resources (personnel), and Facilities Services in the emergency planning process.	Complete Inventories of Major End-Items complete and on file	2010-2015

11.2.D: Develop and distribute a written policy and procedure on dealing with voluntary (solicited & unsolicited) donations of goods and services. This will be done in coordination with local volunteer agencies related to the acceptance, inventory, maintenance and distribution/re-direction of donations	Complete Included in ESF 16: Volunteers & Donations (Providence EOP)	2010-2015

Objective 11.3 - Complete and/or update Gap Analysis.

Implementation Step	Status	Timeframe (notes)
11.3.A: Conduct new Gap Analysis for: -Mass Casualty -Flooding -Hazardous Materials	Complete Completed May 2011 by Salve Regina Graduate Program. EMAP: 4.8.2	May 2011
11.3.B: Review and update All-Hazards Gap Analysis.	Pending EMAP: 4.8.2	2013

Objective 11.5 – Procure and stockpile limited amounts of Emergency Preparedness materials for use in the first 24-hours of a major incident.

Implementation Step	Status	Timeframe (notes)
11.5.A: Via the Annual City Budget Process (FY 2013) add a line item for "Emergency Preparedness" material." Note: Currently listed under "Office Supplies"	Ongoing EMAP: 4.8	FY2013

Implementation Step	Status	Timeframe (notes)
11.5.B: Procure "Emergency Preparedness" items: • Cots • Blankets • Food • Water • Generators • Plastic sheeting • Sandbags • HESCO Barriers • Red Cross Kits • Water Purification • First Aid Kits	Ongoing As funding is made available.	2010-2015
11.5.C: Inventory and store purchased items.	Ongoing	2010-2015

Objective 11.6 – Solicit private and commercial partners in order to enter into Memorandums of Understanding (MOU) and/or emergency contracts for critical resources and materials.

Implementation Step	Status	Timeframe (notes)
11.6.A: Solicit local private and commercial partners to enter into agreement via a MOU for a specific desired service and/or product or material. EMAP: 4.9	Ongoing	2010-2015
11.6.B: Release Request for Proposal (RFP) via the Board of Contract & Supply, for Emergency Contracts.	Ongoing	2010-2015
11.6.C: Procure "Emergency Contracts" for: • Tree Debris Removal & Clean-up • Debris Removal – Heavy Hauling (Debris / Snow)	Ongoing	2010-2015

• Debris Dumping Sites
• Emergency Demolition
• Emergency Power
• Emergency Lightning
• Emergency Cooling /
  Heating
• Emergency Fueling
• Emergency Water (Non-
  potable)
• Emergency Water (Potable)
• Emergency Ice (Potable)
• Emergency Food / Feeding
• Emergency Bus
  Transportation		

11.6.D: Validate and renew Emergency Contracts" on an Annual basis.	Ongoing	2010-2015

Mutual Aid (12) (4.9)

Goal 1:

Enhance the PEMA's ability to respond to major emergencies or disasters via the update, revision and/or development of new mutual aid agreements with local response and recovery partners.

Objective 12.1 - Inventory and evaluate current PEMA Mutual Aid and Memorandums of Understanding (MOUs) agreements.

Implementation Step	Status	Timeframe (notes)
12.1.A: Conduct a comprehensive inventory of current mutual aid agreements Memorandums of Understanding (MOUs) with city, state, regional, commercial and private partners. EMAP: 4.9	Ongoing	2010-2015

Objective 12.2 – Develop, revise or enter into new Mutual Aid and Memorandums of Understanding (MOUs) agreements to address gaps and unmet needs and requirements.

Implementation Step	Status	Timeframe (notes)
12.2.A: Contact peer Emergency Management agencies for samples/templates of their mutual aid agreements. EMAP: 4.9	Complete	2009
12.2.B: Develop and receive internal approval for any new Mutual Aid agreements and/or MOU's are identified and developed as part of this process.	Ongoing	2010-2015

Objective12.3 - Reference all Mutual Aid Plans and Memorandums of Understanding (MOUs) agreements in applicable City of Providence Emergency Plans.

Implementation Step	Status	Timeframe (notes)
12.3.A: Ensure that all current and new Mutual Aid agreements are cross-referenced in the City of Providence Emergency Operations Plans (EOP) and other emergency preparedness and response/recovery plans.	Complete EOP Gap Analysis and update done by JLW in March 2010	2010-2015

Objective 12.4 - In coordination with the Rhode Island Association of Emergency Managers (RIAEM) develop a formal Mutual Aid agreement to support disaster operations in affected jurisdictions by providing professional emergency management personnel and material.

Implementation Step	Status	Timeframe (notes)
12.4.A: Make proposal and gain approval from RIAEM members. EMAP: 4.9	Not Yet Begun	2013
12.4.B: Draft and submit	Not Yet Begun	2013

Implementation Step	Status	Timeframe (notes)
proposed MOA to RIAEM members for review.		
12.4.C: Obtain signatures of participating communities.	Not Yet Begun	2013
12.4.D: Implement MOA.	Not Yet Begun	2013

Communications and Warning (4.10) (13)

Goal 1:

The City of Providence will have a robust system for emergency communications. It will establish, utilize, maintain, augment and provide backup communication methods and devices for both day-to-day and large-scale emergency response operations. It will also utilize redundant and effective means of warning City officials, residents, workers and guests of potential hazards, threats and events requiring protective actions by the community. Utilize new and emerging technologies to build upon existing communications warning systems, and create new systems as necessary to ensure that the City's public and private sector partners are kept well informed about homeland security issues and can communicate with each other as necessary.

Objective 13.1 - Emergency communications procedures and systems shall be established and regularly tested to support the City's emergency management programs.

Implementation Step	Status	Timeframe (notes)
13.1.A: Test the EOC Emergency Response Team (ERT) re-call list at various times, days-of the week and times of the month utilizing both automated and manual backup systems.	Ongoing EMAP: 4.10	2010-15 (Quarterly)
13.1.B: Update and distribute ERT re-call list.	Ongoing (ENS)	2010-15 (Quarterly)
13.1.C: Test EOC communications including phones, computers, wireless, radios and satellite.	Ongoing "Communications System Support Annex" (CSSA) and	Completed May 2010

	"Communications Smartbook" PEMA working on comprehensive *Staff Tasks* that focus on various operational mission essential tasks.	Started March 2012
13.1.D: Test Emergency Advisory Board (EAB) red-bag Go-Kits.	Ongoing	2010-15 (Monthly)
13.1.E: Provide regular preventive maintenance and testing of PEMA EOC including communication systems upgrades, antenna connectivity and power systems maintenance.	Ongoing	2010-15 (Quarterly)
13.1.F: Test emergency back-up building generator.	Ongoing	2010-15 (Weekly)
13.1.G: Establish signage, communications methods and training on information dissemination protocols for PODs and/or Special Events.	Ongoing H1N1 MED POD multi-use signage completed in Dec 2009. 2 x Portable Digital Signs and 2 x Portable Speaker systems delivered (Oct 09).	2009
13.1.H: Analyze means and methods of communicating with private partners, and City-State EMA partners (interoperability) and recommend improvements to current systems.	Complete Implementing ENS Summer of 2010 Added *Situational Report* for all Public-Private Partners.	2010-15 (Weekly)
13.1.I: Update and distribute	As Required	2010-15

Mayor's EAB Contact List.		

Objective 13.2 - Implement a reliable emergency communications process to contact members of the community in the event of a pending or immediate emergency or disaster.

Implementation Step	Status	Timeframe (notes)
13.2.A: Develop, draft and disseminate a written emergency crisis communications plan.	Complete "Emergency Public Information Plan" complete 7 May 2010 EMAP: 4.10	2010
13.2.B: Develop, draft and disseminate policies and procedures for automatic emergency updates of the PEMA public webpage to include new Social Media 2.0.	Complete / Ongoing Webpage Complete PEMA implemented Twitter and FaceBook accounts Build and activated Press Room (EAS): July 2012	2010-15
13.2.C: Build upon existing systems in order to expand the capabilities of systems that may be utilized as a communication and warning tool.	Complete / Ongoing Webpage Complete PEMA implemented Twitter and FaceBook accounts Built and activated Press Room (EAS); July 2012	2010-15
13.2.D: Ensure that warning systems are designed to provide information to special need populations.	Ongoing Special Needs Registry working on GIS capability: Summer 2012	2010-15
13.2.E: Assess the current "warning" capabilities and technology across the City and then implement systems to satisfy any gaps that may exist.	Ongoing Built and activated Press Room (EAS); July 2012	2010-15

Operations and Procedures (14) (4.11)

Goal 1:

Establish the development, coordination and implementation of operational plans and procedures which are fundamental to the City's effective disaster response and recovery.

Objective 14.1 - Ensure that the City's emergency response and recovery efforts are provided seamlessly to the City of Providence.

Implementation Step	Status	Timeframe (notes)
14.1.A: Draft, review and validate the EOC position descriptions (EOC SOP) for all key EOC Battle Staff as delineated in the PEMAs Emergency Operations Plan.	Complete June 2010 Ongoing Updates as a result of TS Irene during 2012 ongoing. EMAP: 4.12	2010-15
14.1.B: Develop a systematic approach for the screening, registration, credentialing, and validation of volunteers who are deployed or self-deployed to assist in disaster prevention, response and recovery.	Ongoing As funding is made available. RIEMA working on Statewide solution; Identity Management Rhode Island (IMRI). Personal Identity Verification / Interoperable (PIV/I) First Responder Authentication Credential (FRAC). Director on Working Group. All PEMA employees have Beta FRAC Cards (as of March 2012).	2010-15
14.1.C: Via the *Ready Providence* campaign encourage all City residents to participate in volunteer programs	Ongoing	2010-15

Implementation Step	Status	Timeframe (notes)
that support Providence's emergency preparedness and response efforts such as the Community Emergency Response Team (CERT) and Red Cross Shelter Teams.		
14.1.D: Via the *Ready Providence* campaign promote personal preparedness.	Ongoing	2010-15
14.1.E: Develop an EOC ERT "how-to" SOP and training program to provide guidance for EOC roles and responsibilities.	Complete	June 2010

Facilities (15) (4.12)

Goal 1:

Ensure that the City of Providence develops prevention, planning, response and recovery protocols and that we are active partners in creating a sound emergency management culture throughout the institution.

Objective 15.1 - Build avenues in which City of Providence and PEMA can become significantly involved in the development and execution of the emergency management and homeland security initiatives.

Implementation Step	Status	Timeframe (notes)
15.1.A: Review and assess the current capabilities and resources of Providence Public Safety Community and evaluate how these capabilities can be utilized to aid in the City's emergency management mission. EMAP: 4.1.1 / 4.12	Ongoing	2010-15

Objective 15.2 – Complete and make fully operational the new PEMA Emergency Operations Center (EOC).

Implementation Step	Status	Timeframe (notes)
15.2.A: Identify funding, requirements, and schedule for the construction the new EOC.	Complete EMAP: 4.12.1	2004
15.2.B: Seek approval from City Hall to begin renovation of second floor of PEMA.	Complete	2005
15.2.C: Release Request for Proposal (RFP) via the Board of Contract & Supply, validate proposals and select contractor to perform construction of EOC.	Complete	2007
15.2.D: Begin construction of project.	Complete	December 2007
15.2.E: Determine and equip the EOC with technology that allows EOC Battle Staff to effectively operate, share information and have robust communications with regional emergency response partners and city/count/state decision-makers.	Complete	2007-2008
15.2.F: Conduct functional and systems check of EOC to validate operational level.	Complete	Spring 2008
15.2.G: Conduct Orientation and training for EOC ERT.	Complete	Summer 2008
15.2.H: Conduct "Grand Opening & Capabilities Demonstration" to showcase	Complete 23 April 2009	Spring 2009

new capabilities and thank those responsible for assisting in project.		

Objective 15.3 – Ensure the City's Assets and Capabilities are protected via an effective Security & Force Protection system.

Implementation Step	Status	Timeframe (notes)
15.3.A: Identify security gaps via a Physical Security self-assessment. Gaps included: • Perimeter Fence • Assessment Control • Video Surveillance • Improved Locks	Complete EMAP: 4.12	2008
15.3.B: Identify funding, requirements, and schedule for the construction the project.	Complete	Summer 2009
15.2.C: Seek approval from City Hall (Public Property) to begin project.	Complete	Fall 2009
15.2.D: Select contractor and begin construction of the project.	Complete	Fall 2009
15.2.E: Complete Project.	Complete Update: PEMA hosted Critical Infrastructure and Key Resources (CIKR) Asset Protection Technical Assistance Program (CAPTAP) class (Nov 2011) where students used PEMA facility as notional facility.	Winter 2010

Objective 15.4 – Expand the new PEMA Emergency Operations Center (EOC) suitable for operating 24/7 under emergency conditions and capable of withstanding a major regional disaster, such as a hurricane.

Implementation Step	Status	Timeframe (notes)
15.4.A: Write and submit a grant proposal (Phase II EOC) to DHS for the FY 2009 EOC Grant Program.	Complete Proposal approved in Grant Programs Directorate Information Bulletin No. 311, April 8, 2009 for $1,000,000. DHS Award Number: 2009-EO-MX-0029 Received Appropriation of $980,000 from Senator Reed & Congressman Langevin through EOC FY 2010 Grant EMAP: 4.12.1	2009-11
15.4.B: Hire Architect to finalize architectural plans and construction.	Ongoing	2009-11
15.4.C: Equip the Phase II EOC with supportive technology that allows EOC responders to effectively operate, share information and have robust communications with regional emergency response partners and city/count/state decision-makers.	Ongoing	2009-11
15.4.D: Continue to look for funding opportunities (grants, federal appropriations and city funded) to support the EOC build-out.	Ongoing Submitted request to federal delegation for additional funding of $500,000 for FY2011 (No Award).	2009-11

Objective 15.5 – Complete and make fully operational the new PEMA Mobile Emergency Operations Center (MEOC).

Implementation Step	Status	Timeframe (notes)
15.5.A: Purchase van and complete retrofit.	Complete Oct 2011 EMAP: 4.12.1	2011
15.5.B: Purchase equipment for MEOC.	Complete Dec 2011	2011
15.5.C: Conduct training with staff and make MEOC fully operational.	Ongoing	August 2012

Training (16) (4.10)

Goal 1:

Develop a top-notch training program which involves the assessment, development and implementation of a training/education program for both City officials as well as Providence Public Safety emergency response personnel.

Objective 16.1 - Through a comprehensive multi-year training program, prepare our PEMA staff and employees, first and secondary/emergency responders, regional partners and key partners for "all-hazards" incidents.

Implementation Step	Status	Timeframe (notes)
16.1.A: Develop valid, objective and quantifiable benchmarks for City officials, emergency responders, and key partners and then provide training to reach and sustain the level of skill, knowledge and ability.	Complete *Training & Exercise Plan (TEP)* complete June 2010. EMAP: 4.13	2009-11
16.1.B: Analyze current capabilities of our prevention, response, and recovery	Ongoing	2010-15

partners through: • Review of assessment data. • Analysis of training curriculums. • Collaborating with multiple training partners • Follow-up on action items/lessons learned.		
16.1.C: Identify trained, qualified individuals and available resources throughout the state and federal agencies that may be used to facilitate emergency management planning, training and exercises for City officials, emergency responders, and key partners.	Ongoing	2010-15
16.1.D: Enhance web-based training materials and job aids as appropriate in order to promote and support distance learning.	Not Yet Begun	2010-15
16.1.E: Continue development and enhancement of the successful Providence Community Emergency Response Team (CERT) and Red Cross Shelter Program to include program expansion, training, planning, and exercise related activities.	Ongoing	2010-15
16.1.F: Provide a seamless and customer service "friendly" conduit for free (or greatly reduced-cost) federal and state disaster and emergency training for the Providence community.	Ongoing Started Business Continuity (BC) seminars and assessments starting in April 2012.	2010-15

Objective 16.2 – Draft and complete *PEMA Staff Tasks* for the operation of essential equipment.

Implementation Step	Status	Timeframe (notes)
16.2.A: Draft comprehensive "staff tasks" that enable PEMA staff to operate any equipment, vehicle, software application or other critical capability successfully.	Ongoing PEMA working on comprehensive *Staff Tasks* that focus on various operational mission essential tasks. EMAP: 4.13	August 2012

Exercises, Evaluations and Corrective Actions (17) (4.14)

Goal 1:

Ensure that the Emergency Management Program has an exercise, evaluation and corrective action process.

Objective 17.1 - Through a comprehensive multi-year program, exercise and evaluate the City's capability to prevent, prepare, respond to and/or recover from a major emergency or disaster incident.

Implementation Step	Status	Timeframe (notes)
17.1.A: Develop a multiyear comprehensive exercise program involving all elements of the public and private sector with a combined focus of testing plans, policies and procedures. PEMA will conduct no less than three (3) Full Scale Exercise (FSE) per year. They will focus on Hurricanes, Winter Storms and one "wild card" at the discretion of the PEMA	*Training & Exercise Plan (TEP)* complete June 2010.	2010-15

Director.	EMAP: 4.14	
17.1.B: Establish and implement standards for exercise design, conduct, evaluation and reporting across the City and Metropolitan region.	Ongoing	2010-15
17.1.C: Continue to conduct Exercise Design Groups (EDC) to oversee the development of each major exercise, including the approval of each exercise goals, scenario, objectives and format.	Ongoing State holding formal TEPW on 2 May 2012	2010-15
17.1.D: Engage, to the fullest extent possible, multiple City departments, metropolitan communities, state partners, other organizations and the private sector in exercise activities.	Ongoing	2010-15
17.1.E: Conduct exercise activities in order to better define and refine our response to all-hazard situations, such as: • Mass Casualty • Terrorism (CBRNE) • Natural Hazards (including disease outbreaks) • Human-Caused Disasters	Ongoing See MOE Tracking Sheets FY10 FY11 FY12	2010-15
17.1.F: Conduct a periodic full-scale exercise that calls for the physical identification, deployment, tracking	Not Yet Begun	2010-15

Implementation Step	Status	Timeframe (notes)
and/or accountability of a variety of resources.		
17.1.G: Participate in other organizations disaster exercises as partners to assist them in testing their preparedness plans.	Ongoing See MOE Tracking Sheets FY10 FY11 FY12	2010-15
17.1.H: Work with other state, federal, local and private sector partners to identify funding streams to further support and promote exercises.	Ongoing See MOE Tracking Sheets FY10 FY11 FY12	2010-15
17.1.I: Develop and disseminate exercise after-action reviews and reports (AARs) and corrective action planning and implementation for all exercises conducted on by PEMA.	Ongoing See AAR & CIP Reports (on file)	2010-15
17.1.J: Conduct and assessment to determine the level of overall preparedness for City of Providence departments - in the form of a survey	Underway PEMA to develop a web-based (Survey Monkey) survey during 2012	2010-15

Objective 17.2 - Continue the effective use of the After-Action Review/After-Action Report (AAR) process for major incidents or emergency/disaster events impacting the City of Providence and Metropolitan region.

Implementation Step	Status	Timeframe (notes)
17.2.A: Participate and facilitate all meetings of	Ongoing	2010-15

Implementation Step	Status	Timeframe (notes)
the PEMA AAR review.	EMAP: 4.14.2	
17.2.B: Promote the effective use of PEMA's AAR process for smaller and medium-sized incidents (other than the current large-scale events).	Ongoing See AAR & CIP Reports (on file)	2010-15
17.2.C: Use HSEEP CAP program to track AARs and Improvements.	Ongoing	2010-15

Crisis Communications, Public Education and Information (18) (4.15)

Goal 1:

Ensure that resources for crisis communications, public information and education are integrated and cohesive so that all City and partner stakeholders can be kept informed about emergency and disaster-related issues, and ensure that these stakeholders will know how they are to utilize this information.

Objective 18.1 - Establish and educate a well-informed community about all-hazards emergency management and homeland security issues.

Implementation Step	Status	Timeframe (notes)
18.1.A: Conduct and Sponsor a neighborhood focused Emergency Preparedness and Disaster Fair for residents.	Ongoing EMAP: 4.15	2010-15
18.1.B: Develop, print and distribute emergency preparedness material for City News, Departments and citizens.	Ongoing	2010-15
18.1.C: Ensure that the City News includes a feature on disaster preparedness, resources and "tips".	Ongoing	2010-15

18.1.D: Collaborate with Press Office to provide adequate internal coverage of emergency management activities and programs.	Ongoing	2010-15
18.1.E: Develop an "PEMA Emergency Services Guide" to increase awareness of the department's unique mission and activities.	Completed 1 Dec 08	2008
18.1.G: Promote and assess prevention and preparedness awareness among the general public through a wide variety of methodologies such as: • PEMA Website • "Ready Providence" campaign • Media outlets • On-site training and teaching opportunities • Mitigation Project identification and development	Ongoing	2010-15
18.1.I: Develop a multi-year comprehensive PEMA marketing plan providing Citizens with realistic emergency management expectations.	Ongoing: *"Ready Providence"*	2010-15

Objective 18.2 – Review and update policy letters that designate trained spokespersons qualified to deliver crisis communications and public information.

Implementation Step	Status	Timeframe (notes)
18.2.A: Review and update policy letter entitle "City of Providence Public Affairs Officers (PIOs)_2010_04" EMAP: 4.15	Pending	2012

PEMA Specific

Change Management (19)

(Note: This PEMA-specific Strategy is not part of the EMAP Standard)

Goal 1:

Ensure that emergency management mitigation, preparedness, response and recovery capabilities are maintained as the City adapts to a changing world environment.

Objective 19.1 - Facilitate required changes in policy, procedures, planning and performance in order to adapt to a changing world environment.

Implementation Step	Status	Timeframe (notes)
19.1.A: Improve emergency management systems currently in place across the City system: • Review PEMA's Emergency management system and assess strategic planning efforts. • Collaborate with appropriate stakeholders to determine if the City emergency management system is adequate to coordinate, manage and execute Providence's Emergency Management Implementation Strategies. • Implement required changes through legislation, administrative rules and other appropriate means in order to strengthen and build upon existing emergency management systems.	Ongoing PEMA Director member of the SLTTGCC. PEMA Director member EMAP Program Committee. EMAP: 3.1.2	2010-15
19.1.B: Identify ways in which the PEMA can sustain programs and	Ongoing Public Private Partnership's	2010-15

initiatives put into place to attain/complete the City's emergency management mission.	initiative underway; started Apr 2012.	

Technology (20)

Goal 1:

Maximize the use of cutting-edge technology in our efforts to achieve our overall emergency management mission.

Objective 20.1 – Develop robust using Geographic Information Systems (GIS) to further enhance our ability to prepare for, respond to and recover from any incidents that may occur.

Implementation Step	Status	Timeframe (notes)
20.1.A: Develop the ability to view projects and planning activities in the City spatially using Geographic Information Systems (GIS) to further enhance our ability to prepare for, respond to and recover from any incidents that may occur	Ongoing Developed MEOC GIS capability; April 2012 EMAP: 4.7.1	2010-15
20.1.B: Develop, update and acquire appropriate and necessary information and equipment for the support of GIS databases.	Ongoing Developed MEOC GIS capability; April 2012	2010-15
20.1.C: Working with the appropriate academic departments or outside training vendors, provide GIS training and exercise opportunities for City stakeholders involved with GIS operations.	Ongoing	2010-15

Implementation Step	Status	Timeframe (notes)
20.1.D: Maintain and improve current technology to enable the PEMA's GIS capabilities to grow both by number of users and by application upgrades and additions for the GIS system.	Ongoing	2010-15

Objective 20.2 - Collaborate with professionals in the field to improve upon our use of technology to accomplish our emergency management mission.

Implementation Step	Status	Timeframe (notes)
20.2.A: Establish working relationships with public and private partners to obtain the latest technology information available to improve upon our current systems.	Ongoing UASI VTC LifeSpan RESCQ EMAP: 4.10.1	2010-15
20.2.B: Assess the current technology capabilities across the City's emergency management community and its partners.	Ongoing	2010-15
20.2.C: Through collaboration, develop baseline standards for system users.	Ongoing	2010-15
20.2.D: Identify technological gaps in the current system based on assessment and baseline data.	Ongoing	2010-15
20.2.E: Procure necessary resources to fill gaps and ensure that the necessary planning, training and exercise activities are provided to validate	Ongoing	2010-15

expenditures.	

Objective 20.3 – In collaboration with City, determine and implement a new secure City of Providence Employee Identification Card.

Implementation Step	Status	Timeframe (notes)
20.3.A: Determine requirements. The ID Card should be adaptable to other City functions such as; • Official City of Providence employee ID card; • Payroll; • Time & Attendance; • Building Access; • Gas Pump Access; • Event Security; • Personal Qualifications & Authorizations	Not Yet Started As funding is made available. EMAP:	TBD
20.3.B: Identify contractors who meet the stated requirements.	Not Yet Started As funding is made available.	TBD
20.3.C: Release Request for Proposal (RFP) via the Board of Contract & Supply, validate proposals and select contractor.	Not Yet Started As funding is made available.	TBD
20.3.D: Implement the ID Card and System.	Not Yet Started As funding is made available.	TBD

PEMA Employee Development (21)

(Note: This PEMA-specific Strategy is not part of the EMAP Standard)

Goal 1:

Through a collaborative effort, work to support all PEMA staff members to take full advantage of personal and job skill-related skills and knowledge enhancement.

Objective 21.1 - Assess the training and professional development needs of all PEMA permanent staff.

Implementation Step	Status	Timeframe (notes)
21.1.A: Complete an employee professional development and skills enhancement plan for each employee.	Ongoing Director – CEM PC – CERT Train the Trainer RC - CFPM EMAP: 4.13	2010-15
21.1.B: Support all PEMA staff by encouraging their attendance at Statewide emergency preparedness conferences, seminars, workshops and training opportunities.	Ongoing	2010-15
21.1.C: Promote the Certified Emergency Manager ® Program to raise and maintain professional standards. It is an internationally recognized program that certifies achievements within the emergency management profession.	Ongoing Director approved as CEM in June 2010	2010-15

References

Evaluation Criteria

Evaluation is vital to the success of any strategic planning process. It is anticipated that the evaluation of the City of Providence's success with our Emergency Management Strategy will be both quantitative and qualitative in nature. Periodic evaluations and reports will be conducted or prepared by Providence Emergency Management Agency with input from the Providence Emergency Management Advisory Committee. The evaluations or reports will help to measure progress in obtaining identified emergency management and homeland security goals. It should be abundantly clear that there are a multitude of needs identified within the strategy that we may not be able to actualize due to lack of human, monetary and/or physical resources.

List of Strategic Plan Acronyms

Acronym	Definition
AAR	After-Action Report
DHS	Department of Homeland Security
DPW	Department of Public Works
EM	Emergency Management
EMAC	(State) Emergency Management Advisory Council
EMA	(State) Emergency Management Agency
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FTE	Full-Time Equivalent
HAZMAT	Hazardous Materials
HIRA/HIVA	Hazard Identification and Risk/Vulnerability Assessment
HMAG	Hazard Mitigation Advisory Group
HMGP	Hazard Mitigation Grant Program
ICS	Incident Command System
MAAs	Mutual Aid Agreements
MOUs	Memorandums of Understanding
NFPA	National Fire Protection Association
NIMS	National Incident Management System
PDM	Pre-Disaster Mitigation
PEMAC	Providence Emergency Management Advisory Committee
PFD	Providence Fire Department
PPD	Providence Police Department
SOP	Standard Operating Procedure

2010-2015 Strategic Planning & Review Process

The following chart identifies the key timelines, processes and schedule utilized by the Providence Emergency Management Agency in the review, editing and revision/production of the City's 2010-2015 emergency management strategic plan.

Dates / Time frame	Activity	Notes
2008 through July 2009	PEMA Staff assembled and maintained informal notes and suggestions for possible creation 2010 updated plan in support of improved performance.	As a working document, the strategic plan continues to evolve. PEMA staff are encouraged to keep a log of potential changes for future updates.
November 2009	PEMA Director develops first DRAFT of 2010-2015 proposed Strategic Plan.	Complete
December 2009	PEMA Staff reviews and revised DRAFT plan.	Complete
July 2010	Final Draft sent to Mayor and staff for review.	Complete
August 2010	Final 2010-2015 Strategic Plan printed, posted electronically and provided to all key partners.	Complete
March 2012	Review 2010-2015 Strategic Plan and make required updates. The format of the plan follows the structure contained in the *2010 Emergency Management Standard by the Emergency Management Accreditation Program (EMAP).* We have added additional City-specific elements added on at the end.	Complete